

The Unit Counseling Program

A company level leader must understand

The effects of the unit counseling program
organization

How to assess the program

How to improve the program

Develop a Unit Counseling Program

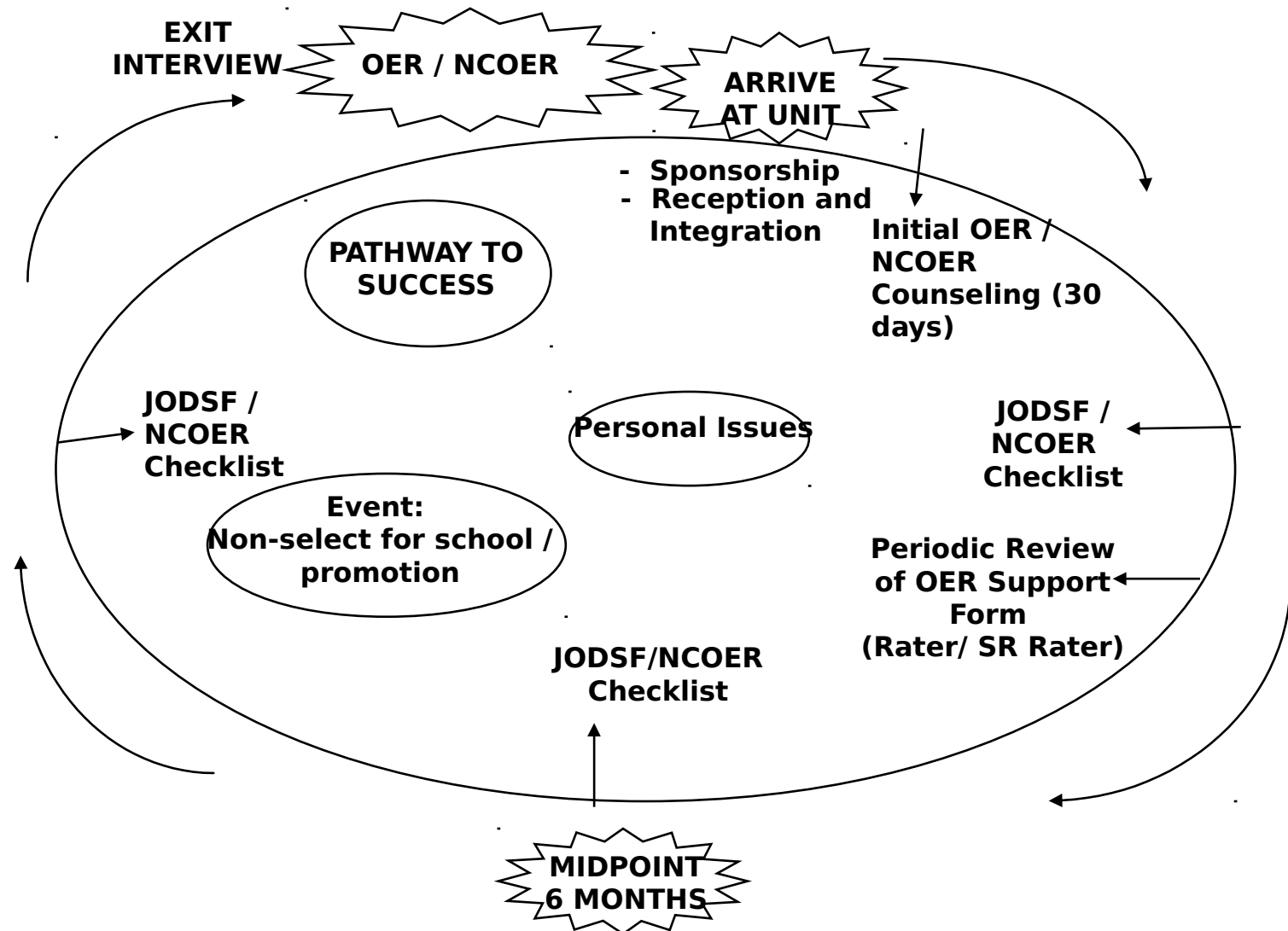
- ✓ Review the fundamentals of counseling.
- ✓ Discuss the company level leader's role in developing the unit counseling program.

Counseling

Subordinate-centered communication that outlines actions necessary for subordinates to achieve individual and organizational goals.

- ✓ Why should counseling lead to the achievement of goals?

Counseling Cycle Continuous Process



Subordinate-Centered (Two-Way) Communication

Subordinates assume an active role in the counseling sessions and maintain responsibility for their actions. The following skills assist leaders in subordinate-centered counseling:

- Active listening**
 - Responding**
 - Questioning**
- ✓ Why should the subordinate be active in the session?**

The Leader as a Counselor

Leaders have a responsibility to develop their subordinates.

During counseling, the leader acts primarily as a helper, not a judge.

- ✓ When should a leader counsel to develop subordinates?
- ✓ How can a leader be both an evaluator/judge and a helper/counselor?

The Leader as a Counselor **(con't)**

The following qualities help the leader to assume an effective role during a counseling session:

- Respect for subordinates
 - Self and cultural awareness
 - Credibility
 - Empathy
- ✓ How do these qualities assist leaders in counseling?

The Reason for Counseling

- To help subordinates develop in order to achieve organizational goals and objectives.
- This overriding theme of “subordinate development” includes helping subordinates to improve (or maintain) performance, solve problems, or attain goals.
- Counseling requirements are also integrated into the evaluation system.

Event-Oriented Counseling

Counseling centers around a specific event or situation and is personal in nature

- Examples include:
 - Reception and Integration Counseling
 - Promotion
 - Corrective Training
 - Referrals
 - Separation- Crisis
 - Positive Performance

Performance Counseling

- Includes OER / NCOER / TAPES counseling requirements
- FM 22-100 (Chapter 2, 1999 version) outlines values, attributes, skills, and actions
- FM 22-100 (Appendix B, 1999 version) establishes performance indicators for the 23 leadership competencies

Professional Growth **Counseling**

- Includes Pathway to Success and Career Field counseling
- Counseling is future oriented based on an established time line

THE STAGES OF A COUNSELING SESSION

1. OPEN THE SESSION

Identify the purpose and establish a constructive and subordinate-centered tone.

2. DISCUSS THE ISSUE

Help the subordinate develop an understanding of the issues and viable goals to effectively deal with them.

3. DEVELOP A PLAN

Develop an action plan with subordinate. The plan that evolves from the counseling process must be action-focused and facilitate both leader and subordinate attention toward resolving the identified developmental needs.

4. CLOSE THE SESSION

Discuss the implementation, including the leader's role in supporting the subordinate's effort. Gain the subordinate's commitment to the plan. Ensure plan is specific enough to drive behaviors needed to affect the developmental needs.

Develop a Plan of Action

- **Actions should facilitate the attainment of goals.**
 - **Actions should be specific enough to drive behavior.**
 - **Plan may entail contacting a referral agency.**
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- ✓ Why must the plan be a “plan of action”?
 - ✓ When should the plan include a referral?

Close the Session

- **Summarize the counseling session.**
 - **Discuss implementation of the plan; check for understanding and acceptance.**
 - **Identify leader's responsibilities.**
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- ✓ What is follow-up and why is it necessary?
 - ✓ Describe the assessment of the plan of action. Why is it an integral part of the counseling process?

Preparation for Counseling

1. Select a suitable place
2. Schedule the time
3. Notify the subordinate well in advance
4. Organize the information
- 5. Outline the components of the counseling session**
- 6. Plan a counseling strategy**
7. Establish the right atmosphere

- ✓ Why should a leader prepare an outline?
- ✓ What is a counseling strategy?

Cultural Awareness and Diversity

- Mental attribute of a leader
- Leaders should focus on the similarities and differences between individuals
- Leaders need to make use of the different talents individuals with different backgrounds bring to the team

Cultural Awareness

Within the Unit

Counseling Program

- ✓ What leader actions demonstrate genuine concern about cultural awareness within a unit?
- ✓ What command climate indicators give an indication of the level of cultural awareness within the unit?

Cultural Awareness Within the Unit Counseling Program (con't)

- ✓ How does an effective unit counseling program reinforce/emphasize cultural awareness between leaders and subordinates?
- ✓ What do you do once a situation that denigrates another person is identified?

Cultural Awareness within the Unit Counseling Program (con't)

- ✓ What are some leader's actions that support cultural awareness within the unit?

The Effects of Counseling on the Organization

- Develops subordinates
- Strengthens the chain of command
- Provides opportunity for leader growth

A Unit Counseling Program Should:

- Strengthen the Chain of Command
- Clarify policies and procedures
- Reinforce standards
- Prevent rumors
- Praise success
- Avoid surprises
- Develop responsible subordinates

Counseling and Leader Growth

Through counseling, leaders:

- Learn about their own effectiveness
- Learn more about “leadership”
- Gain an appreciation for the diversity of t
lead

Counseling Program Assessment

1. Do leaders counsel subordinates?
2. Do leaders counsel in appropriate situations?
3. Do leaders counsel effectively?

The Counseling Program Assessment

Performing the assessment is not as simple
may appear....

Counseling Program **Assessment Model**

1. Do leaders counsel subordinates?

Counseling Program **Assessment Model**

2. Do leaders counsel in appropriate situations?

Counseling Program Assessment Mod

3. Do leaders counsel effectively?

Performing the Assessment

- Query personnel from the unit as part of normal conversation
- Review counseling records
- Observe counseling sessions
- Use a survey instrument

Improving a Unit Counseling Program

- Role-Modeling
- Education
- Leader Involvement

Improving a Unit Counseling Program

- Develop a plan to improve the program
- Implement the plan
- Follow-up with an assessment of the results of the plan

The Unit Counseling Program

- A company level leader's responsibility
- A dynamic system of skilled leaders helping subordinates to develop
- Takes time, energy, and effort to build and sustain
- An investment in leader development and the unit

Summary: The Unit Counseling Program

Effects on Unit

- ✓ **Develops individuals**
- ✓ **Strengthens the chain of command**
- ✓ **Provides opportunity for leader growth**

The Assessment Model

- ✓ **Do leaders counsel?**
- ✓ **Do leaders counsel in appropriate situations?**
- ✓ **Do leaders counsel effectively?**

Conducting the Assessment

- ✓ **Query personnel**
- ✓ **Review records**
- ✓ **Observe counseling**
- ✓ **Focus the assessment as desired**
- ✓ **Perform routinely**

Improving the Program

- ✓ **Role-Modeling**
- ✓ **Education**
- ✓ **Leader Involvement**